

**Fort Monroe  
Bowling Center**

**FY03  
Action Plan**

**Installation Management Activity  
North East Region**

This is the FY03 action plan for the Fort Monroe Bowling Center. This plan is revised annually to provide coordinated financial and operational planning and guidance for the upcoming fiscal year. The plan is organized as follows:

- **Description of Fort Monroe Bowling Center**
- **Mission and vision statements**
- **Planning assumptions**
- **Objectives**
- **Action plan**
- **Budget**
- **Contingencies**
- **Provisions for monitoring performance.**

## **Description of the Fort Monroe Bowling Center**

The Fort Monroe Bowling Center is a 12-lane house and provides a complete and well-rounded bowling program for the military community. The bowling center offers state-of-the-art Brunswick automatic scorers, synthetic lanes, house balls, rental shoes, party room, cosmic bowling, and a snack bar with popular foods and beverages.

During peak season, as many as 150 patrons may use the bowling center in a single day. Of our bowling patrons, about 20 percent are active duty military personnel, 40 percent Department of the Army civilians, 30 percent military retirees, 7 percent family members, and 3 percent general public.

The bowling center manager is working towards certification by the Army as a Level 1 Bowling Center Manager and supervises a staff of 1 full-time employee. To guarantee the exceptional level of service customers expect, the full-time staff is supplemented with 1 part-time and 8 on-call employees.

Because the Fort Monroe bowling center is a 1-12 lane facility, the Army considers it to be a Category B activity. In accord with AR 215-1 Table D-1 Funding Authorizations, Category B activities are authorized appropriated fund (APF) support. The bowling center may receive APF to cover labor and other operational expenses not related to resale activities. Pro shops and snack bars are Category C resale activities and may not receive any APF support. Use of APF for bowling center improvements is authorized.

Targeted profits for the FY03 will be up 5 percent from FY02, and annual lineage will increase by 20% to about 45,000 lines.

## **Mission and Vision Statements**

The Bowling Center operates within the Army's Installation Management Activity's North East Region at Fort Monroe Morale, Welfare, and Recreation (MWR) nonappropriated fund (NAF) system and is one of the major MWR activities managed by the Directorate of Personnel and Community Activities (DPCA). The Fort Monroe DPCA mission statement is as follows:

The Fort Monroe DPCA is dedicated to being our patrons' first choice for morale, welfare, and recreation programs by providing activities at prices that give them maximum value.

Fort Monroe Bowling Center intends to support this mission by aggressively pursuing its vision for the future:

The Fort Monroe Bowling Center strives to be one of the top bowling centers in the area. We will provide our guests with exciting bowling opportunities, state-of-the-art equipment, world-class customer service, and an excellent food and beverage operation. We will beat our competition by providing outstanding service and quality products, while maintaining reasonable prices and maximizing profits for the MWR community.

## **Planning Assumptions**

Our FY03 action plan is based on the following assumptions:

- Fort Monroe's resident and employee population will remain consistent or grow.
- Interest in bowling by the family and youth market segments will continue to increase.
- Modernization/cosmetics of the facility continues to improve.

## **Objectives**

### **Assigned Objectives**

The Fort Monroe DPCA established a strategic goal for the bowling center to increase profitability. In its FY03 financial guidance, the DPCA assigned the following specific objectives:

- Increase total net income before depreciation (NIBD) by 5 percent.
- Maintain or lower labor costs.
- Reduce COG's

The Fort Monroe DPCA also established goals to improve customer service. These goals are specifically included in our FY03 objectives as follows:

- Measure and optimize customer satisfaction
- Enhance staff quality.
- Customer service training

## Self-Directed Objectives

To move toward its vision of being one of the top Army bowling centers and to enhance its ability to attract and retain a strong customer base, the Fort Monroe Bowling Center's management has established two additional objectives:

- Improve facilities.
- Improve customer relations

## Action Plan

The Fort Monroe Bowling Center's strategy for accomplishing these objectives is to increase the number of lines bowled and profits by initiating a number of actions. Primary focus will be on providing a high level customer services and products that customers are "wowed". Customer service should be so good and personable that they want to come back again and again. Products should be top quality and reliable. This must be accomplished in many ways. Employees will always be professional, pleasant, and helpful to customers. Employees will smile and greet every customer. Control counter personnel will offer to assist bowlers with problems such as learning to use the scoring units. The snack bar will always serve hot hamburgers, hot French fries and other high quality foods. Excellent food handling practices and sanitation will be visible and obvious to all customers and health inspectors. All employees will be well groomed, well dressed, and easily recognizable in MWR staff shirts.

Beginning in October 2002, the bowling center will market weekday noon hours for open and league bowling such as free games for active duty on Wednesdays. It will focus on attracting more of the youth and family patrons with incentives such as reduced prices for family groups. Birthday and office party packages will continue to be promoted. Local schools and other organizations will be contacted and provided opportunities to schedule bowling outings at the center. In addition to its marketing efforts of bowling programs, the center will improve snack bar operations, making them more attractive to potential customers. Initiation of a customer feedback program, as well as improved employee training will maintain a high level of customer support.

The specific actions assigned to each business area are shown in the table on the next page. Taken together, these actions will enable the Fort Monroe Bowling Center to accomplish both its assigned and self-directed objectives. The table also identifies the target completion date for each action.

<b>Business area and action</b>	<b>Completion date</b>
<b>Bowling operations</b>	
Partner with local schools for class or faculty outings	Started (Sept 02)
Offer multi-option party packages for weekend parties.	Started (Sept 02)
Conduct Cosmic Bowling on Friday evenings.	(Continuous)
Conduct Family Cosmic Bowling on Sunday afternoon.	(Continuous)
Conduct Ft. Monroe directorate roll-off	(Sept 02).
Conduct free bowling on Organization Day including prizes, cosmic bowling	Spring 03
<b>Snack Bar</b>	
Promote weekly lunch specials.	Continuous
Offer returning customer specials	Summer 03
Upgrade kitchen equipment.	Continuous

## Contingencies

### Major Deployments/Security

Unexpected deployment and heightened gate security is the most significant potential contingency affecting operations at Fort Monroe Bowling Center. During a major deployment, a portion of the regular customer base would not be available. Also with increased gate security, off post patrons will be reluctant to utilize the center. Without changing operations, bowling center profits needed to support the increased DPCA family service requirements at Fort Monroe would be reduced at a time when they are most needed.

## Provision for Monitoring Performance

The bowling manager will review the status of bowling center financial actions each month. At the end of each quarter, the bowling center manager and Community Recreation Division Chief will formally review the status of all action plan actions in preparation for the DPCA review.

# Profile of the Fort Monroe Bowling Center

Location: Bldg 201, Fenwick Road, Ft Monroe VA 23651

Commercial Phone: 757 788-2939

DSN Phone: 680-2939

FAX 757-788-3786

E-MAIL: [bowling@monroe.army.mil](mailto:bowling@monroe.army.mil)

Number of Lanes 12

Age of Facility: 32 years

General Condition: Excellent

Pinsetter Make: Brunswick

Pinsetter Model: A-2

Lane Type: Synthetic

Bumper lanes: 12

Auto/Scoring Sys Maker: Brunswick

Snack bar

Snack bar patron capacity: 168

Pro Shop: Basic merchandise. Balls, bags, shoes, etc. are special ordered.

Amusement Machine Room

Number of machines: 5

Party Room: Seats 30

Laser/Cosmic Bowling

Laser/Cosmic lanes: 12

Smoking Policy: Non smoking

Designated Smoking Space: No

## Days and Hours of Operation

### (Winter)

Mon-Thur 0900-2200

Friday 0900-Midnight

Saturday 1200-2300

Sunday 1200-1700

\*Snack Bar opens 0800 M-F

### (Summer)

Monday 0900-1800

Tuesday 0900-2000

Wed-Thur 0900-2200

Friday 0900-2300

Saturday 1200-2300

Sunday Closed (will open for parties)

\*Snack Bar opens 0800 M-F

## **Fees and charges**

**Shoe rental** \$1.00 (Sunday 75¢)

### **Games-**

Mon-Fri 0900-1700 \$1.60

Mon-Thur 1700-close \$2.00

Friday 1700-2100 \$2.00

Friday 2100-midnight Cosmic Bowling \$8.00 per person-unlimited games.

Saturday 1200-close \$2.00

Sunday (Winter) Adults and kids over 12 \$1.50 kids under 12 75¢

Ft. Monroe league members all regular open play \$1.10

**Lockers** \$12.00 year

### **Parties-**

Birthday Parties \$5.75 per child

Jr. Friendship \$4.50 per child

Organizational parties \$8.00 per person